

Part 7 - CENTER CITY PLAN - Implementation Matrix

GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	IMPLEMENTATION STEPS
ECONOMIC DEVELOPMENT			
Goal I: Attract a diverse range of new businesses and uses to ensure a balanced and lively Downtown marketplace	City Development * Downtown Commission Economic Development Downtown Association Chamber of Commerce Community Development Buncombe County	Ongoing	* The City Development Office was disbanded curtailing the elements of implementation assigned to that body.
Strategy 1. Analyze the use of Downtown space to identify all missing or under-served functions (these may include services for local residents, high-tech/knowledge based businesses, and family oriented activities and attractions)	City Development	2003-2004	Not done. Assistance needed from Economic Development, Downtown Association, Downtown Commission, Chamber of Commerce
Strategy 2. Develop partnerships and strategies aimed at recruiting targeted uses that fill niches in the Downtown economy and job base.	City Development Economic Development Chamber of Commerce	2003, Ongoing	Not done.
a. Actively pursue the creation of new incentives and other economic development "tools" available for business recruitment			
b. Assist the private sector in land assemblage and/or use publicly-owned property suitable for targeted uses and make them available at favorable rates			
c. Provide targeted uses as a component of public/private catalytic development projects			
d. Develop marketing products specifically aimed at attracting targeted uses			
Strategy 3. Identify, encourage and support opportunities for new development in the Downtown.	City Development Downtown Commission Economic Development Buncombe County Chamber of Commerce	2003, Ongoing	New development was identified but it had legs of its own.
a. Identify under-utilized parcels of land and facilitate or encourage their development. These tend to be vacant lots, surface parking lots, or properties where the value of the land is higher than the value of any buildings or other improvements	City Development Downtown Commission Economic Development Buncombe County Chamber of Commerce	2003, Ongoing	
b. Develop a long-range plan for City- and County- owned properties and when appropriate, use them for economic development or public/private catalytic projects.	City Development Downtown Commission Economic Development Buncombe County Chamber of Commerce	2004, Ongoing	Worked on through the City-owned land initiative.
c. Explore the creation of a City Land Bank Program to assemble properties for development (land assemblage is often a barrier to Downtown development).			Just beginning to engage in talks about Land Banking again.
d. Ensure adequate infrastructure for future development.			Parking plans developed. Replacing water lines. IT department is updating fiber.

e. Continue to encourage/promote mixed-use development in order to maximize development opportunities.			The Planning Department has achieved this largely through city ordinances. The Downtown Master Plan also addresses this strategy.
f. Develop strategic plans for areas with particularly strong development potential.			Not done.
g. Support ongoing and future catalytic projects.			The City is supporting catalytic projects, but in ways that are different from those listed in this goal.
Strategy 4. Provide an improved level of services for Downtown developers, investors, and business owners.	City Development	2004, Ongoing	All of these action steps used to be carried out through the City Development office, which is now closed. In the aftermath of that closing, the focus of City staff has shifted from Downtown to the greater Asheville area.
a. Provide an enhanced one-stop information center in the City Development office, with information concerning incentives, demographics, economics, and real estate.			
b. Provide a listing of available property.			
c. Serve as a link between the public and realtors, providing appropriate information.			
d. Track Downtown data including business creation, jobs, and development.			
e. Educate and assist property owners, developers, and architects regarding City policies, regulations, permitting processes, and design guidelines.			
f. Improve coordination and communication regarding public infrastructure projects.			
Strategy 5. Encourage the development of a comprehensive marketing program highlighting Downtown's unique assets and strengths as a business location, tourist, shopping, and entertainment destination, including livability, convenience, and abundance of high-tech infrastructure.	Downtown Association Chamber of Commerce Downtown Commission City Development	2004-2005	The Chamber of Commerce has largely taken over the role of advertising and branding Asheville as a lucrative destination, with high levels of success.
Strategy 6. Increase and diversify Downtown's residential population to expand the market for Downtown business.	City Development Community Development	2004, Ongoing	The City is trying to create a housing market, but this is more a private sector ability.
Goal II. Actively work to retain existing Downtown businesses and foster their continued success and growth.	Downtown Association City Development Downtown Commission Engineering Parking Services Community Development Economic Development Public Works Building Safety Parks & Recreation Transit Graffiti Taskforce	Ongoing	
Strategy 1. Develop/provide new methods to retain existing businesses and to support their expansion.	Downtown Association City Development Community Development Economic Development	2004, Ongoing	Not doing. The Grove Arcade Market received CDBG funding. It is now closed.
a. Storefront improvement grants/loans.			
b. Expansion loans.			

c. Use of Community Development Block Grant funds where appropriate for job creation.			
d. Provide an improved level of service for Downtown developers, investors, and business owners.			
e. Investigate and lobby for the passage of state enabling legislation, including tax abatement programs and tax increment financing.			
Strategy 2. Improve relations between the City and Downtown merchants and property owners.	City Development Downtown Commission Downtown Association Engineering Public Works Building Safety Parks & Recreation	2003, Ongoing	The Police Department has expanded their coverage of the Downtown area, improving public safety in Downtown. Once again, though, the focus of City staff has shifted from the Downtwon area to the City at-large.
a. Analyze City policies, regulations, fees, and permitting processes to identify potential changes, which would result in increased business friendliness.			
b. Coordinate public construction projects to minimize business disruption and public inconvenience.			
c. Create a mechanism to notify businesses about City services, infrastructure improvements, and large construction projects.			
d. Hold periodic Downtown neighborhood meetings to identify and resolve Downtown issues.			
Strategy 3. Develop a long-range parking plan for the Downtown area	Engineering Parking Services City Development Downtown Commission Downtown Association Transit	2004-2006	Done.
a. Address future parking needs.			
b. Reduce the demand for parking by incenting other transportation options.			
c. Address loading issues, and pursue shared parking options.			
d. Accelerate development of strategically located parking decks.			
e. Continue public relations about parking decks and rates.			
f. Use parking rates and policies to carry out overall policy rather than revenue service.			
Strategy 4. Maintain and improve overall Downtown livability to encourage business retention (see Goal V, below).	City Development Downtown Commission Historic Resources Commission Public Works Downtown Association Parks & Recreation Police Department Pedestrian & Bike Taskforce Grafitti Taskforce	Ongoing	The Public Works is engaging in more, regular clen up of downtown. There is also a new park warden in Pritchard Park. However, Public Works still does not collect residential trash in the downtown district (by order of an ordinance).

Strategy 5. Property and business owners are encouraged to look for creative opportunities to fund Downtown improvements that are over and above what the City can provide, which will enhance businesses viability.	Downtown Association	2004-2006	Further iterated in recent Downtown Master Plan.
Goal III. Ensure adequate infrastructure to meet the needs of current users and accommodate future downtown growth and development	Public Works Engineering	Ongoing	This strategy has not advanced much. There is no comprehensive implementation of these strategies.
Strategy 1. Work with infrastrucutre providers to develop a comprehensive Infrastructure Improvements Plan for Downtown.	Public Works Engineering	2004-2006	
a. Assess existing and future infrastructure needs.			
b. Identify necessary infrastructure upgrades and prioritize improvements.			
c. Seek opportunities for public/private partnerships to fund improvements.			
Strategy 2. Improve coordination and communication between City departments and utility providers regarding infrastructure requirements and planned improvements.	Public Works	Ongoing	
Goal IV. Reinforce Downtown's status as a premier destination on par with other local attractions	City Development Downtown Association Downtown Commission Chamber of Commerce Tourism Development Authority City Council Arts Council Engineering Transit Buncombe County Pack Square Conservancy Economic Development Pedestrian & Bike Taskforce Greenway Commission	Ongoing	
Strategy 1. Encourage the development of a comprehensive marketing campaign, promoting Downtown as a destination for tourists and area residents.	Downtown Association Chamber of Commerce City Development Tourism Development Authority	2004-2006	The Chamber of Commerce has largely taken over the role of advertising and branding Asheville as a lucrative destination, with high levels of success.
a. Develop partnership with Chamber of Commerce, Asheville Downtown Association (Downtown Association), the City and others to create and sustain marketing efforts.	Downtown Association Chamber of Commerce City Development Tourism Development Authority		
b. Ensure that Downtown is prominently featured in state and regional marketing efforts.			
c. Emphasize the wide variety and diversity of Downtown attractions, thereby encouraging single destination shoppers and visitors to become multi-destination shoppers and visitors.			
Strategy 2. Actively work to retain and strengthen existing Downtown attractions such as the Civic Center, Thomas Wolfe Auditorium, Pack Place, etc.	Downtown Commission City Council	Ongoing	The City made capital improvements to the Civic Center, and is preparing to install a new roof. The City also gave monetary donations to the Art Museum. In addition, the City helped with the land swap that will lead to the opening of an expanded Health Adventure.

Strategy 3. Renovate and upgrade the Asheville Civic Center in its present location.	City Council	2003-2010	There have been several studies conducted on how to preserve the Civic Center in its current location. In addition , the City has made several capital improvements throughout the years.
Strategy 4. Encourage the development of new tourism products, including attractions that are geared toward families	Tourism Development Authority Downtown Association	2004, Ongoing	Tourism Development Authority is leading this work.
a. Assemble key partners including the Asheville Downtown Association, Tourism Development Authority, the City, and County to identify opportunities for new Downtown attractions.			
b. Attract tour company to provide tours of "Historic Downtown Asheville" by trolley, van or other.			
c. Include kid friendly designs at Pack Square and other parks and public spaces.			The new Pack Square Park will be kid-friendly and opening in Fall 2009.
Strategy 5. Develop a Park Once and Wayfinding program, which enables visitors to quickly identify a parking facility and, using a system of color-coded directional signage, easily walk to any Downtown destination (see Transportation on page 72).	City Development Downtown Association Downtown Commission Engineering Public Art Board	2004-2006	In process of developing a Wayfinding program with a group of partners.
a. Coordinate with marketing campaign and brochures.			
b. Integrate program with subdistricts (see Subdistricts on page 70).			
Strategy 6. Improve connections and accessibility within Downtown and to surrounding neighborhoods and destinations.	Engineering Transit City Development Economic Development Pedestrian & Bike Taskforce Parking Services Greenway Commission Parks & Recreation Public Works	2004, Ongoing	The action steps under this strategy are being done in varying degrees.
a. Create a Downtown shuttle that circulates around Downtown, providing easy access to parking areas, offices, shopping, and dining destinations and government buildings.			
b. Increase transit frequency to and from Downtown.			
c. Improve multi-modal connections to the River and Biltmore Village.			
d. Accelerate the development of strategically located parking decks.			
Strategy 7. Promote and strengthen Downtown as an "arts and entertainment district," showcasing the rich variety of cultural and entertainment amenities.	Downtown Association Arts Council City Development Public Art Board Convention and Visitors' Bureau Parks & Recreation	2004, Ongoing	The City is not doing any marketing. This is left to the Chamber of Commerce and other outside organizations. All of these strategies are being included in the Downtown Master Plan, with an emphasis on increased coordination.
a. Include arts emphasis in marketing campaigns and brochures.			
b. Encourage coordination of efforts between Arts Council, Public Art Board and other related organizations.			

c. Continue ongoing programs that support the arts and garner corporate support.			
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Strategy 8. Strengthen and continue to create a strong, positive identity and sense of place that will naturally draw visitors and local residents alike (see Physical Environment on page 46).	City Development Downtown Commission Downtown Association Engineering Public Works Tourism Development Authority Public Art Board Chamber of Commerce Parks & Recreation Quality Forward	Ongoing	This strategy is supported through City zoning ordinances, staff design reviews and the Downtown Commission design reviews.
Goal V. Preserve and enhance the quality and character of Downtown's physical and social environment.	City Development Downtown Commission Historic Resources Commission Public Works Engineering Downtown Association Parks & Recreation Police Department Pedestrian and Bike Taskforce Graffiti Taskforce City Council Pack Square Conservancy	Ongoing	
Strategy 1. Preserve and protect Downtown's wealth of historic buildings (see Design and Appearance: Historic Preservation on page 49).	Historic Resources Commission City Development	Ongoing	Stacy Merten, part of the HRC, is conducting a survey of all historical structures in the Asheville area.
Strategy 2. Encourage high quality compatible design in new construction projects (see Design and Appearance: New Construction on page 50).	Downtown Commission City Development	Ongoing	Addressed through new Downtown Master Plan zoning ordinances and a UDO change in 2006. The Downtown Master Plan greatly furthers this effort.
Strategy 3. Strengthen the pedestrian experience.	Public Works City Development Engineering Economic Development Pedestrian & Bike Taskforce Fire and Rescue Department	2003-2008	The City has tried to strengthen the pedestrian experience, but it has not been a priority. There have not been a lot of capital improvements, though there has been continued maintenance on street trees.
a. Continue to develop quality streetscape amenities.			
b. Repair or construct new sidewalks where needed.			
c. Promote pedestrian right of way education by designating Downtown as a Pedestrian Friendly Zone and accompanying signage.			
d. Improve pedestrian circulation patterns, particularly with respect to street crossings.			
Strategy 4. Property and business owners should look for creative opportunities to fund Downtown improvements over and above what the City can provide that will enhance appearance, cleanliness, and safety.	Downtown Association	2004-2006	Responsibility delegated to the private sector. The creation of DARN signals that there are those that concerned and engaged in improving downtown.

Strategy 5. Create public-private partnerships to manage ongoing downtown social issues, including graffiti, vandalism, loitering and panhandling.	Downtown Association Police Department City Development Graffiti Taskforce	Ongoing	There was an effort to accomplish this strategy by forming the Social Issues Task Force and the Quick Action Committee on the Health of Downtown (started by now Councilman Kelly Miller). The Quick Action Committee is continuing to explore issues, such as homelessness, and will make a formal report to council.
Strategy 6. Continue to develop quality open space and parks (see Public Spaces: Parks on page 55).	Parks & Recreation City Development Public Works City Council Pack Square Conservancy Engineering Downtown Commission	Ongoing	There are no open space requirements. There are no provisions to add them in the Downtown Master Plan. However, there have been developments and improvements to Aston Park and Memorial Field.
Goal VI. Increase cooperation and communication between organizations involved in Downtown economic development.	Economic Development Downtown Commission City Development Buncombe County Division of Community Assistance City Council Planning and Development Federal Government	Ongoing	
Strategy 1. Form a committee comprised of representatives from various agencies and organizations to focus on Downtown economic development efforts.	Economic Development Downtown Commission City Development Sustainable Economic Development Taskforce City Council Downtown Association	2003-2004	There are no specific committees dedicated to the completion of this goal, though there are informal relationships between all of these groups.
a. Identify areas of responsibility to eliminate duplication of efforts.			
b. Implement Economic Development section of the Center City Plan.			
Strategy 2. Analyze all publicly owned property for appropriate use to maximize benefits to both the public and private sectors.	City Development Buncombe County Planning and Development	2003-2008	There has been some communication and in the City-owned land initiative some parcels have been considered for public-private partnerships.
a. Locate public sector facilities in existing City-County complex area to minimize impact and maximize efficiency.			
b. Look for "joint use" opportunities for public sector facilities.			
c. Transfer public sector properties that are better suited for private development into private ownership and under appropriate development.			
Strategy 3. Encourage the State and Federal governments to adopt and implement policies to locate State and Federal offices in the Downtown.	Division of Community Assistance Federal Government Downtown Commission	2003-2006	The Downtown Commission largely took on the role of a civic booster, lobbying the State and Federal governments to keep their buildings and services located in the Downtown Area.

HOUSING AND RESIDENTIAL DEVELOPMENT			
Goal 1. Substantially increase the number of people living Downtown and in nearby neighborhoods	City Development Downtown Association Planning & Development Economic Development Parks & Recreation Community Development Public Works Downtown Commission Parking Services Fire and Rescue Department	Ongoing	
Strategy 1. Continue to improve the physical, social and cultural environment of Downtown, making it the Center City an increasingly desirable place to live.	City Development Parks & Recreation Public Works Downtown Commission Parking Services	2003, Ongoing	
a. Support the Pack Square Renaissance Project.			The City has helped support the Pack Square Renaissance project.
b. Provide pocket parks and improved landscaping in each Downtown district.			With the shift of focus from downtown to the greater City area, pocket parks and downtown landscaping were no longer priorities of the City. Even in the new Downtown Master Plan, parks are not addressed, as the Parks, Recreation and Cultural Arts Division was in the process of developing their own master plan.
c. Explore the development of a new park or large public space at the western end of Patton Avenue.			Not done.
d. Connect parks and public spaces with attractive, functional streetscapes.			Not done.
e. Provide a high level of maintenance in the public realm, including streets, sidewalks, and parks.			Not done.
f. Improve the design review process to help ensure a quality built environment for both existing and new construction.			Design Review process has improved.
g. Address the parking needs of Downtown residents. Seek opportunities for the shared use of parking facilities—serving business needs during the day and residential needs at night.			Parking Master Plan completed.
Strategy 2. Encourage the continued development of residential units on upper floors of existing buildings.	City Development Economic Development Fire and Rescue Department	Ongoing	The City is not pushing this as a legislative agenda item. They are instead allowing the private market to meet the needs of the community.

Strategy 3. Encourage new construction of housing in Downtown and adjacent areas	City Development Economic Development Community Development Planning & Development	Ongoing	In adjacent areas, the City is encouraging development by re-zoning certain areas, such as the Lee Walker heights to Urban Village, and by working with the MHO to develop Aston Gateway.
a. New construction in the Downtown core and gateway areas should incorporate retail or other active uses at ground level.			
b. New high-density single-use residential construction is appropriate in the area south of Hilliard and at the western end of Downtown.	City Development Economic Development Community Development Planning & Development	Ongoing	
c. Provide residential uses as a component of public/private catalytic development projects.			
d. Assist in the assembly of land for residential projects.			
e. Encourage a wider mix of housing types and products in the Downtown area.			
f. Investigate economic incentives for targeted types of housing.			
g. Support efforts to redevelop the West-End/Clingman Avenue neighborhood as described in the WECAN Plan.			
Strategy 4. Review existing zoning and building code provisions in areas surrounding Downtown and remove regulatory hurdles to residential development.	City Development Planning & Development Downtown Commission	2003-2004	Under the UDO, there is still no allowance for there to be residential space on the first floor of any downtown buildings, so there can be no townhouses. There have been some rezonings and conditional zonings to incentivize mixed use.
Strategy 5. Develop incentives to increase residential densities in surrounding areas, particularly along gateway corridors.	City Development Planning & Development	2003-2005	See above.
Strategy 6. Improve public awareness that Downtown is a safe, vibrant, viable neighborhood.	Downtown Association Downtown Commission	2003, Ongoing	Not done by the City. If done, done through advertising campaigns by the Chamber of Commerce.
a. Develop marketing programs to improve the public perception of Downtown and to attract new Downtown residents.			
b. Form a Downtown neighborhood association as a member of the Coalition of Asheville Neighborhoods to represent the interests of Downtown residents.			DARN formed on its own.
Goal II. Provide a range of housing options to attract an economically and socially diverse population.	City Development Community Development Building Safety Fire and Rescue Department		
Strategy 1. Pursue changes in the State Building Code that may reduce the costs of developing Downtown housing.	Building Safety	2004-2006	Not pursuing changes to the State Building Code.
Strategy 2. Encourage the development of "affordable" or middle-range housing in the Downtown area.	City Development Community Development	2004, Ongoing	The City swapped properties with Hunt Hill and Overlook Park. They are designating money for playgrounds and density bonuses for affordable housing. Also, the City is engaged in the late planning stages for a project at 51 Biltmore that would include in its long range plan a liner building on Lexington that would have affordable housing.
a. Identify the market that is currently under-served in the Downtown area.			

b. Acquire properties and/or use existing City-owned properties suitable for housing and make them available at favorable rates for the development of housing for targeted market.			
c. Provide "affordable" or mid-range residential units as a component of public/private catalytic development projects.			
d. Educate developers about programs, grants, and credits available for building affordable housing.			
e. Make information about vacant or under-utilized land readily available to housing developers.			
f. Explore new models for home ownership, e.g., co-ops, co-housing, etc.			
g. Explore the creation of incentives and/or creative financing mechanisms for the development of affordable and mid-range housing.			
h. Utilize Housing Trust Fund monies for the development of affordable housing in the Downtown area.			
Strategy 3. Use local, state and federal subsidies to preserve and improve housing units Downtown that are affordable to very low-income people, including those with special needs.	Community Development	2003, Ongoing	Have not moved forward with this strategy.
Goal III. Improve the Overall Livability of Downtown Asheville	City Development Public Works Economic Development Community Development Parks & Recreation Downtown Commission Downtown Association Parking Services Quality Forward Engineering	Ongoing	Have not done any of these strategies. The focus/ability to track these types of demographics and statistical data was taken away when the City Development office closed.
Strategy 1. Encourage the development of a complete range of goods and services to meet the needs of Downtown residents. A grocery store and a hardware store have been identified as primary needs.	City Development Economic Development Community Development	2004-2006	
a. Assemble statistical, demographic, and marketing materials, which demonstrate a market for needed businesses.			
b. Identify those businesses needed to support a growing and diverse residential population.			
c. Explore the creation of incentives for the private sector to provide needed businesses.			
d. Acquire properties and/or use existing City-owned properties suitable for needed businesses and make them available at favorable rates for these uses.			
e. Provide needed businesses as a component of public/private catalytic development projects.			

Strategy 2. Continue to improve the physical environment of Downtown, making the Center City an increasingly desirable place to live.	City Development Parks & Recreation Public Works Downtown Commission Parking Services	2003, Ongoing	See Strategy One of Goal One of Housing Development Section.
a. Support the Pack Square Renaissance Project.			
b. Provide pocket parks, improved landscaping in each Downtown district.			
c. Explore the development of a new park or large public space at the western end of Patton Avenue.			
d. Connect parks and public spaces with attractive, functional streetscapes.			
e. Provide a high level of maintenance in the public realm, including streets, sidewalks, and parks.			
f. Improve the design review process to help ensure a quality built environment.			
g. Address the parking needs of Downtown residents. Seek opportunities for the shared use of parking facilities—serving business needs during the day and residential needs at night.			
Strategy 3. Improve the safety and cleanliness of the Downtown environment.	Public Works City Development Quality Forward Downtown Association Downtown Commission	2003, Ongoing	Though the City has not completed these specific goals, the safety and cleanliness of downtown has been a priority. There have been campaigns to reduce loitering, panhandling, and graffiti. In addition, they created the Spare Change program and the nuisance court. There is now more police in the Downtown Area. Also, though its a low priority, there is increased transit in downtown.
a. Implement Quality Forward's "adopt a street" program to supplement City efforts at litter removal.			
b. Create public-private partnerships and support existing efforts to manage ongoing Downtown social issues including graffiti, vandalism, loitering, and panhandling.			
c. Property and business owners should look for creative opportunities to fund enhanced maintenance and beautification beyond what the City would ordinarily provide.			
d. Provide additional kiosks Downtown for posting handbills.			No additional kiosks
Strategy 4. Improve and strengthen pedestrian connections and transit opportunities both within Downtown and between Downtown and surrounding neighborhoods.	Public Works Engineering City Development Transit	2004, Ongoing	Small things happening.
a. Extend streetscape elements along streets that link Downtown with surrounding neighborhoods (Montford, West End/Clingman, East End) as a method of enhancing the pedestrian experience.			
b. Create new pedestrian connections where needed.			
Strategy 5. Improve relations between the City and Downtown residents by making City policies more resident friendly where feasible.	City Development Downtown Association	2004, Ongoing	Adopted noise and panhandling ordinances. Also adopted ordinances allowing dogs.

PHYSICAL ENVIRONMENT			
Goal I. Reinforce Downtown's mixed-use and compact pattern of development.	City Development Economic Development Planning and Development Downtown Commission City Council	Ongoing	Encouraged through zoning, and indirectly through the Main Street program, but there is no longer the City Development office to support these initiatives. Not actively encouraging infill development.
Strategy 1. Encourage and promote infill development to fill existing gaps in the Downtown core.	City Development Economic Development Planning and Development Downtown Commission	2003, Ongoing	
Strategy 2. Identify under-utilized parcels of land along key entrance corridors and encourage their development/redevelopment.	City Development Planning and Development Economic Development	2003, Ongoing	
Strategy 3. Foster retail or other active uses at street level to stimulate pedestrian activity.	City Development Planning and Development Downtown Commission City Council	2004, Ongoing	
a. Educate property owners, managers, and realtors on the benefits of active street level uses			
b. Require active uses on the first floor of any development that receives public funding.			
Goal II. Continue to preserve and enhance Downtown's wealth of historic buildings.	City Development Economic Development Historic Resources Commission Downtown Association Preservation Society	Ongoing	Conducting a survey of historical buildings downtown but not actively seeking to have these developed.
Strategy 1. Pursue the creation of additional financial incentives for property owners to rehabilitate historic buildings, such as low interest loans and/or façade improvement programs.	Economic Development Historic Resources Commission City Development Downtown Association Preservation Society	2004-2006	
Strategy 2. Promote greater awareness of technical assistance available regarding preservation techniques.	Historic Resources Commission City Development Preservation Society	Ongoing	
Strategy 3. Educate the community and developers regarding the social and economic benefits of preserving historic structures.	Historic Resources Commission Preservation Society	Ongoing	
Strategy 4. Identify key historic properties not yet designated as local historic landmarks and encourage their designation as such.	Historic Resources Commission City Development Preservation Society Downtown Commission	2004-2007	
Strategy 5. Protect the historic fabric through infill development that is sensitive to the character of older buildings.	City Development Preservation Society	Ongoing	

Goal III. Ensure a high level of architectural quality in new buildings (new buildings should respect the historic context of Downtown and contribute to its unique sense of place but should be designed to reflect the period in which they are built).	City Development Economic Development Downtown Commission Planning and Development	Ongoing	Improved the design review process. The Downtown Master Plan addresses new building requirements, such as adding height restrictions.
Strategy 1. Educate owners and developers about the importance of high quality, compatible design.	City Development Downtown Commission	Ongoing	
Strategy 2. Establish a dialogue with architects/developers early in the design process to foster greater public/private collaboration in new development areas.	City Development Downtown Commission Planning and Development	Ongoing	
Strategy 3. Amend the Central Business District (CBD) zoning district to include additional development standards that address siting, scale, massing, materials, and other elements that are fundamental to compatible new construction. A height limit should be established to prevent new construction that is out of scale with the existing pattern of development.	City Development Downtown Commission Planning and Development	2003-2005	Downtown Master Plan addresses these concerns.
Strategy 4. Revise the Downtown Design Review Guidelines, especially with respect to new construction, to reflect the goal of encouraging contextual yet contemporary design of new structures.	City Development Downtown Commission Planning and Development	2004-2005	
Strategy 5. Expand the Downtown Design Review boundaries to incorporate the expanded Central Business District boundaries with the adjacent gateway corridors.	City Development Downtown Commission Planning and Development	2004-2005	
Strategy 6. Investigate the creation of economic and development incentives to ensure better quality design in Downtown.	Economic Development City Development Planning and Development	2004-2006	
Goal IV. Provide a pedestrian environment that is pleasant, visually interesting, and welcoming to visitors.	City Development Public Works Downtown Commission Parks & Recreation Downtown Association Engineering Tourism Development Authority Public Art Board Chamber of Commerce Quality Forward Fire and Rescue Department	Ongoing	There is no committee or overall plan for streetscapes. There are, however, street trees and sidewalk requirements. The City also opened a strategically placed bathroom.
Strategy 1. Establish a committee to assist the City in addressing streetscape and other public realm design issues.	Downtown Commission City Development Public Works	2004-2005	
a. Establish an overall policy for Downtown streetscapes.			
b. Update the Streetscape Plan. The plan should include an overall Downtown "vocabulary" of streetscape elements while encouraging variations in sub-districts to reinforce their unique qualities and sense of place.			
c. Establish a streamlined process for the review of streetscape projects.			

Strategy 2. In accordance with the revised Streetscape Plan and consistent with the streetscape policies, improve existing streetscapes and extend streetscape elements throughout Downtown.	Public Works City Development Planning and Development Engineering	2005-2010	
Strategy 3. Seek opportunities to improve existing Downtown landscaping and to provide new landscaping where appropriate.	Public Works City Development Quality Forward Parks & Recreation	2005-2010	
Strategy 4. Seek opportunities to integrate public art into streetscaping elements such as bus shelters, kiosks, and tree grates.	City Development Public Works Downtown Commission Public Art Board	2004, Ongoing	
Strategy 5. Create a consistent, attractive and user-friendly Downtown signage program (see Wayfinding on page).	City Development Downtown Commission Downtown Association Engineering Public Works Tourism Development Authority Public Art Board Chamber of Commerce	2004-2006	
Strategy 6. Assure strong communication and coordination between the various groups having an interest in the appearance of the public realm.	City Development Public Works Downtown Commission	Ongoing	
Strategy 7. Provide and maintain strategically located public restrooms.	Parks & Recreation City Development Fire and Rescue Department	2006-2010	
Goal V. Create a network of well-designed parks and open spaces to serve the recreational and urban amenity needs of an increasingly vibrant Downtown.	Parks & Recreation Pack Square Conservancy Public Works City Development City Council Engineering Downtown Commission	Ongoing	Other than the Pack Square park currently under construction, there have been no parks discussed for the Downtown Area. Parks are not included in the Downtown Master Plan.
Strategy 1. Improve and redevelop existing parks and public open spaces and continue a high level of maintenance.	Parks & Recreation Pack Square Conservancy City Development	2003, Ongoing	
Strategy 2. Complete the Pack Square Renaissance Project.	Pack Square Conservancy City Development	2004-2007	
a. Continue to educate the public regarding its historical and symbolic significance and the enormous benefits its redesign will offer the community.			
b. Facilitate fundraising necessary to achieve project construction.			
c. Continue the strong partnership and effective cooperation between the Pack Square Conservancy, City and County governments, and stakeholder groups.			
d. Ensure that infrastructure changes necessary to project completion are made.			

Strategy 3. Develop new parks and other public spaces in and adjacent to Downtown. Opportunities that should be actively pursued:	Parks & Recreation City Development Downtown Commission	2005-2025	
** Locations along the Patton Avenue spine, including a large "gateway" park or plaza at the western end of the corridor. This public space should be designed to complement and stimulate a large private development project at this key gateway location.			
** The Sister Cities Park and other properties owned by the City on Beaucatcher Mountain. While these locations are outside Downtown, their development will provide a valuable amenity to Downtown residents and visitors, particularly if connected to Downtown by greenway trails.			
** Strategic locations within each Downtown subdistrict			
a. Assemble property suitable for the future development of parks and open spaces.			
b. Encourage open space as a component of large catalytic development projects.	Parks & Recreation City Development Downtown Commission	2005-2025	
c. Utilize a public/private model such as exists in the Pack Square Renaissance Project to aid and accelerate the development of new parks and open spaces.			
Strategy 4. In keeping with a Streetscape Plan, encourage the development of "pocket parks" in under-utilized portions of public and private property.	Parks & Recreation Public Works City Development	2005, Ongoing	
Strategy 5. Link the network of parks and open spaces through attractive tree-lined pedestrian streets.	Public Works Parks & Recreation City Development	2005, Ongoing	
Goal VI. Maintain existing public art and provide additional pieces at key locations as a means to reinforce Downtown's unique identity, humanize the environment, and celebrate Asheville's rich artistic heritage.	Public Art Board City Development Arts Council Public Works Public Art Board Parks & Recreation	Ongoing	Have maintained the art located Downtown--recovered the piglet and turkey stolen from Pack Square. Restored the flat iron when damaged by a ertswhile driver.
Strategy 1. Continue to maintain and promote the Urban Trail and other existing Downtown public art.	Parks & Recreation Arts Council Public Art Board	Ongoing	Relocated the Energy Loop. Maintained and promoted the Urban Trail.
Strategy 2. Provide new public art at key locations, including gateway entrances into Downtown.	Public Art Board Downtown Commission City Development	2005, Ongoing	Energy Loop is now located along the College St. Gateway.
Strategy 3. Ensure that the placement of public art is well coordinated and consistent with the Streetscape Plan and overall Downtown planning efforts.	Public Works City Development Public Art Board Downtown Commission	Ongoing	

Goal VII. Ensure adequate infrastructure to meet the needs of current users and to accommodate future downtown growth and development.	Public Works Engineering Water Authority	Ongoing	IT is updating the fiber for internet connections in downtown.
Strategy 1. Work with infrastructure providers to develop a comprehensive Infrastructure Improvements Plan for Downtown.	Public Works Engineering	2004-2006	
a. Assess existing and future infrastructure needs.			
b. Identify necessary infrastructure upgrades and prioritize improvements.			
c. Seek opportunities for public/private partnerships to fund improvements.			
Strategy 2. Improve coordination and communication between City departments and utility providers regarding infrastructure requirements and planned improvements.	Public Works	Ongoing	
Goal VIII. Consolidate City and County government facilities and services in the existing government complex.	City Development Planning & Development Buncombe County City Council	Ongoing	Not doing this.
Strategy 1. Develop a master plan for the government complex area to include the construction of new buildings to house current and future government facilities.	City Development Planning & Development Buncombe County	2003-2005	
Strategy 2. Seek opportunities to relocate "satellite" City and County facilities into the government complex area and get public sector properties that are better suited for private development into private ownership and under appropriate development.	City Development Planning & Development Buncombe County	2003, Ongoing	
Strategy 3. Maintain the City Development office in a central Downtown location, as it continues to be an integral part of Downtown development and revitalization.	City Council	Ongoing	
Goal IX. Capitalize upon the special qualities and unique identity of Downtown "neighborhoods" by establishing formalized Downtown sub-districts.	Downtown Commission City Development Downtown Association Arts Council Public Works Planning & Development Engineering	Ongoing	Downtown Master Plan addresses these concerns.
Strategy 1. Work with the Downtown community to identify existing and proposed subdistricts, define their character, and delineate their boundaries.	Downtown Commission City Development Downtown Association Public Works	2004, 2005	
Strategy 2. Strengthen and accentuate the unique flavor and special qualities of Downtown sub-districts.	City Development Public Works Downtown Commission Downtown Association Planning & Development	2004, Ongoing	
a. Incorporate variations in streetscape details that reflect the character of each sub-district.			
b. Encourage appropriate and complimentary land uses and building design in Downtown sub-districts.			

Strategy 3. Incorporate sub-district development and enhancement as a major goal in the development of a Downtown Wayfinding Program.	Downtown Commission City Development Downtown Association Public Works Engineering	2004-2006	
Strategy 4. Actively market the strong sense of place that distinct sub-districts provide to Downtown Asheville.	Downtown Association Chamber of Commerce City Development	2005, Ongoing	
Goal X. Transform gateways leading into Downtown to provide a positive, welcoming introduction to the Center City.	City Development Planning & Development Public Works Public Art Board Downtown Commission Quality Forward CP&L	Ongoing	Added a round-a-bout at the College Street entrance to downtown. There are no formal requirements for gateways.
Strategy 1. Improve the visual quality of gateway corridors.	Planning & Development City Development Public Works Downtown Commission Quality Forward CP&L	2004, Ongoing	
a. Develop new zoning districts and other tools to ensure that gateway corridors redevelop with an urban pattern of development consisting of well designed, multi-story buildings located close to the street.			
b. Improve landscaping and extend streetscape elements to provide a strengthened physical and visual connection between gateway corridors and the Downtown core.			
c. Work toward moving overhead utilities underground.			
d. Work towards removing inappropriate signage and structures.			
Strategy 2. Accentuate the primary points of entry into Downtown as a means to “announce” one’s arrival into the Center City.	City Development Public Art Board Downtown Commission Quality Forward Public Works Planning & Development	2004, Ongoing	
a. Utilize public art, landscaping, and/or signage to mark the primary points of entry into Downtown.			
b. Integrate gateway signage into a comprehensive “Park Once and Wayfinding” program (See Park Once and Wayfinding on Page _).			
c. Seek opportunities to construct new buildings at key entry locations that are designed to architecturally reinforce one’s sense of arrival in the Center City.			

TRANSPORTATION AND ACCESSIBILITY			
Goal I. Improve and strengthen connections between Downtown and surrounding areas.	Public Works Engineering Transit City Development Planning & Development	Ongoing	There are now six evening bus routes that serve various geographic regions within the city. In 2002, the City began service to Black Mountain. In 2005, the City began service to Weaverville. There is also now a route that services Warren Wilson.
Strategy 1. Improve and maintain existing pedestrian linkages between Downtown and adjacent neighborhoods and develop additional connections where necessary.	Public Works Engineering City Development	2004, Ongoing	
a. Improve existing sidewalks leading into Downtown.			There is still a need to improve the infrastructure of sidewalks in and around the Downtown area.
b. Ensure that any North Carolina Department of Transportation (NCDOT) project on I-240 or its interchanges include improved pedestrian and bicycle connections between Downtown and neighborhoods.			
c. Extend and improve streetscape and landscape elements along entry routes to facilitate pedestrian safety and movement.			
d. Improve the pedestrian bridge across S. Charlotte Street and identify locations for additional connections between Downtown and the East End/Martin Luther King neighborhood.			
e. Strengthen the pedestrian connection between Downtown and the West End/Clingman Avenue (WECAN) neighborhood and other areas along the French Broad River through sidewalk improvements and the construction of a multi-use greenway trail.			
Strategy 2. Improve and maintain vehicular connections into Downtown.	Engineering Planning & Development Public Works	2004-2010	
a. Ensure that any North Carolina Department of Transportation (NCDOT) project on I-240 or its interchanges positively effect vehicular access to Downtown.			
b. Separate Patton Avenue and the Smokey park bridge from interstate traffic to reclaim land for community use and allow Patton Avenue to serve as an enhanced gateway into Downtown.			Not done.
c. Extend streetscape and landscape elements along Biltmore Avenue between Downtown, Mission-St. Joseph's Hospital and Biltmore Village to strengthen this important connection.			Not done.
Strategy 3. Increase transit use and frequency through corridors into and out of Downtown.	Engineering Transit City Development	2003-2005	There are now six evening bus routes that serve various geographic regions within the city. In 2002, the City began service to Black Mountain. In 2005, the City began service to Weaverville. There is also now a route that services Warren Wilson.

Goal II. Increase and improve pedestrian and bicycle circulation.	Public Works Engineering Pedestrian & Bike Taskforce City Development Downtown Commission Downtown Association Police Department Fire and Rescue Department	Ongoing	There are now bike lanes on College Street. There is still a lot of room to improve services for pedestrians and bikers, however. Some improvements will be gained through funding secured through stimulus funding.
Strategy 1. Improve the quality of the pedestrian realm to promote walking as the primary mode of transportation within Downtown (see Pedestrian Realm on page).	City Development Public Works Downtown Commission Downtown Association Engineering Tourism Development Authority Public Art Board Chamber of Commerce Parks & Recreation Quality Forward	Ongoing	
Strategy 2. Prioritize and implement sidewalk improvement projects throughout Downtown.	Public Works Pedestrian & Bike Taskforce Engineering City Development	2003, Ongoing	
a. Remove sidewalk obstructions such as utility poles.			
b. Repair sidewalks where needed.			
c. Bring intersection crossings and ramps into compliance with Americans With Disabilities Act standards.			
d. Add sidewalks wherever possible to develop a complete pedestrian network.			
e. Examine Downtown crosswalks for opportunities to improve pedestrian safety and movement through intersections.			
f. Address confusing traffic/pedestrian crossing at Pack Square/Biltmore.			
Strategy 3. Improve street and sidewalk cleanliness.	Public Works Downtown Association	2003, Ongoing	
Strategy 4. Promote Downtown as a pedestrian friendly zone, including signs at gateways (i.e. "You are entering Downtown Asheville, a pedestrian friendly zone; Pedestrians have the right of way at intersections").	Pedestrian & Bike Taskforce Downtown Commission Engineering	2003-2006	
Strategy 5. Install appropriate traffic calming measures.	Engineering Public Works City Development Pedestrian & Bike Taskforce Police Department	2003-2006	On street parking.
a. Install brick/raised crosswalks at busy intersections.			
b. Install bulbouts where appropriate.			
c. Plant additional street trees to serve as buffer between pedestrians and traffic.			

d. Enforce Downtown speed limits.			
Strategy 6. Improve the bicycle-friendliness of Downtown.	Pedestrian & Bike Taskforce Engineering	2004-2006	
a. Educate the public (drivers and bicyclists) regarding bike laws.			
b. Provide additional bike racks Downtown.			
c. Encourage enforcement of traffic laws that promote bicycle safety.			
d. Use cable access channel as educational/promotional tool.			
Goal III. Increase public transit usage, especially by daily commuters, to reduce reliance on automobiles and to lower parking demand.	Transit Engineering City Manager Public Art Board	Ongoing	There are now Park free zone, and connections between Downtown and the surrounding areas.
Strategy 1. Increase transit frequency and hours of operation.	Transit	2004-2010	There are now six evening bus routes that serve various geographic regions within the city. In 2002, the City began service to Black Mountain. In 2005, the City began service to Weaverville. There is also now a route that services Warren Wilson.
Strategy 2. Create a Downtown shuttle to facilitate internal circulation.	Transit City Development Engineering	2004-2007	Not done.
a. Link with parking facilities, major activity centers, and City transit system.			
b. Consider using a rubber-wheeled trolley to contribute to Downtown's unique character.			
Strategy 3. Improve transit stops and facilities.	Transit Public Art Board City Development	2004-2010	
a. Improve bus shelters and consider integrating public art into the design of new shelters.			Seeking stimulus money to add more bus shelters.
b. Provide benches and bus schedules at all stops.			
c. Integrate shelters, routes, and signage into wayfinding program.			
d. Encourage appropriate development surrounding the Transit Center, thereby supporting commuter needs.	Transit Public Art Board City Development	2004-2010	
Strategy 4. Develop incentives to encourage ridership.	Transit City Manager	2003-2005	
a. Promote existing "free zone".			Continued to support free zone.
b. Work with employers to provide incentives for employees to use transit, such as a free pass. The City should set the example with the creation of its own program.			Now have the passport program, in which business pay for their employees to ride the transit system for free.
Strategy 5. Implement Intelligent Transportation System (ITS) to allow transit easy passage through intersections and to coordinate traffic signals.	Engineering		Not done.

Goal IV. Improve vehicle circulation.	Engineering Public Works City Development Planning & Development Fire and Rescue Department	Ongoing	
Strategy 1. Return Patton Avenue and College Street to their original two-way configuration.	Engineering City Development Planning & Development	2004-2006	Not done.
Strategy 2. Explore other opportunities to eliminate one-way streets. Battery Park and Spruce Street are candidates for conversion.	Engineering City Development Planning & Development Fire and Rescue Department	2004-2006	The one-way streets have all been examined and some have been identified as being eligible to return to two-way status. Others must remain one-way streets because of outside factors.
Strategy 3. Consider the use of roundabouts in selected areas of Downtown to facilitate movement and to create place-making opportunities.	Engineering City Development Planning & Development Fire and Rescue Department	2004-2010	Have installed a round-a-bout on College Street.
Strategy 4. Examine circulation pattern in the Eagle/Market Streets area to strengthen connections and foster revitalization of this important area.	Engineering Public Works City Development	2003, 2004	
Strategy 5. Prioritize and implement necessary street improvement projects.	Public Works Engineering City Development	2003, Ongoing	
a. Improve advance warning of turns, all turning lanes must be well marked.			
b. Provide timely pothole repair.			
c. Provide coordinated and advance warning of construction.			
Goal V. Ensure an adequate supply of convenient parking to support and foster the continued development of Downtown Asheville.	City Development Engineering Parking Services Transit Downtown Commission Public Works	Ongoing	Parking Master Plan completed to address this strategy.
Strategy 1. Accelerate the development of strategically located parking structures.	Engineering Parking Services City Development	2003-2013	
a. Complete the Grove Arcade Parking Deck by April, 2006.			
b. Develop structured parking at the corner of Biltmore Avenue and Aston Street as part of a public/private mixed use project. The structure should contain sufficient parking to serve Biltmore Avenue, the Eagle/Market Streets area, and the eastern end of the developing area south of Hilliard Avenue.			The 51 Biltmore site is in the late planning stages of just a project.
c. Develop structured parking adjacent to City Hall to as part of a public/private mixed use project. The structure should contain sufficient parking to serve the City and County governmental complex as well as the Pack Square area.			The County built a parking deck in this area.

d. Acquire properties in long-term growth areas and “land bank” them for future structured parking.			Land banking is just becoming a topic of conversation again.
e. Seek opportunities to provide structured parking as a component of future public or private catalytic projects.			
Strategy 2. Seek opportunities to develop surface parking outside the Downtown core to serve the needs of Downtown employees and other long-term parkers.	City Development Engineering Transit Downtown Commission	2004-2006	Developed parking lots under 240. The Transportation Demand Management office has created Hop-n-ride partnerships with Goodwill on Patton Ave. and Biltmore Square Mall on Brevard Road. Via the MPO, NCDOT is also looking at park-n-ride lots at the Airport and north of Weaverville.
Strategy 3. Seek opportunities to provide additional on-street parking Downtown, especially in developing areas such as Coxe Avenue, Hilliard Avenue, and Biltmore Avenue south of Hilliard.	Engineering City Development Parking Services Public Works	2003, Ongoing	Have added a significant amount of on-street parking.
Strategy 4. Utilize demand base rate structure to encourage the use of parking structures.	Parking Services	Ongoing	Have adjusted the parking rates of various garages to best manage the flow/rate of parking.
Goal VI. Locate, design and manage Downtown parking so as to maximize efficiency, minimize negative impacts, and promote a positive image.	City Development Planning & Development Downtown Commission Parking Services Transit Engineering Planning & Zoning Commission Downtown Employers Fire and Rescue Department	Ongoing	Parking Master Plan completed to address this strategy. Transit Master Plan, Bike Master Plan, and Pedestrian Master Plan will help to create efficiencies (i.e. reduce the need for parking)
Strategy 1. Discourage surface parking in the Downtown core and primary entrance corridors.	Planning & Development City Development Downtown Commission	2004, Ongoing	
Strategy 2. Revise development regulations to require surface parking lots to be screened from the street by landscaping and low walls constructed of urban materials.	Planning & Development City Development Downtown Commission	2004-2005	
Strategy 3. Revise development regulations to address the design and programming of Downtown parking structures.	Planning & Development City Development Downtown Commission Planning & Zoning Commission	2004-2005	
a. Ensure quality architectural design for all parking structures.			
b. Require parking structures in the Downtown core and primary entrance corridors to be “wrapped” with retail or other pedestrian generating use at street level.			
Strategy 4. Address loading and delivery issues to minimize negative effects on traffic congestion and parking availability.	Downtown Commission City Development Engineering Parking Services Fire and Rescue Department	2003-2004	
a. Plan and provide loading zones within each block, taking into account the specific needs associated with various businesses.			
b. Provide strict enforcement of loading zones to improve their effectiveness.			

c. Explore the possibility of restricting the hours during which deliveries are allowed and the size of delivery vehicles.			
d. Provide passenger unloading zones where appropriate.			
Strategy 5. Develop incentive programs that encourage Downtown employees to utilize parking decks or use public transit, thereby reducing parking demand.	Transit Parking Services City Development Downtown Employers	2004-2007	The Transit Department has developed the passport program, which allows employees to incentivize transit.
Strategy 6. Market the availability of Downtown parking to overcome negative perceptions.	Parking Services City Development Downtown Association Downtown Commission	2004, Ongoing	
Goal VII. Develop a Park Once and Wayfinding program, enabling visitors to quickly identify a parking facility and, aided by a system of color-coded directional signage, easily walk to any Downtown destination.	City Development Convention & Visitors Bureau Downtown Commission Downtown Association Public Art Board Public Works Engineering	Ongoing	The City is in the process of developing a Wayfinding Program.
Strategy 1. Form a steering committee that brings together local property owners, business owners, residents and other Downtown stakeholders.	City Development Convention & Visitors Bureau Downtown Commission Downtown Association Public Art Board Public Works Engineering	2003-2005	
a. Facilitate a public design process.			
b. Develop a plan for signage design and location.			
Strategy 2. Identify and pursue creative fundraising opportunities to finance design assistance and implementation of signage.	City Development Convention and Visitors Bureau Downtown Commission Downtown Association Public Art Board Public Works	2005-2006	
a. Seek public/private partnerships.			
b. Investigate transportation enhancement funds.			